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ABSTRACT

This document presents the five-year strategic plan developed by the library director, staff, and the Library Committee for the Henry G. Bennett Memorial Library, Southeastern Oklahoma State University. The goal of this plan is to provide a framework that the library can use to focus energy and resources in fulfilling the mission of the library and University Vision 2005, strategic goals, and major initiatives. After an introduction, the mission statement and "Vision 2005" and goals are given. The library strategic goals are presented for the following: marketing, enrollment, renovation/expansion, technology, and collaboration. Several objectives are outlined with strategies for each of these goals. A summary of goals is then provided for each. Appendices contain the following: the American Library Association, Code of Ethics; Information Literacy Competence Standards for Higher Education; and Guidelines for Behavioral Performance of Reference and Information Services Professionals. (AEF)

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ED 469 809

A Vision for the Future

HENRY G. BENNETT MEMORIAL LIBRARY
Southeastern Oklahoma State University

Strategic Plan 2002-2007

by

Dorothy Davis, Library Director

2002

IR058502

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INTRODUCTION

A Vision For The Future is a five-year strategic plan developed by the library director, staff, and the Library Committee for the Henry G. Bennett Memorial Library, Southeastern Oklahoma State University. The goal of this plan is to provide a framework that the library can use to focus the energy and resources in fulfilling the mission of the library and the University Vision 2005, the strategic goals, and the major initiatives.

Others in the University, such as the President's Planning and Resource Council, the Faculty Senate, and the Administration may wish to review and make changes to this plan. It is hoped that consideration will be given to accomplishing most of the goals and objectives listed herein.

Funding of the library operations is a primary concern. All the goals and objectives can easily be met with funding of 6% of the Educational and General budget. The present (2001-2002) budget for the library is approximately 3% of the Education and General budget. Also, included in this plan are items normally charged to other budgets, equipment upgrades, and a building addition. Most of these items will be necessary expenditures, as efficiency in operations demands space reallocation and renovation for emerging technologies. It is difficult to project expenditures accurately beyond three years, as technology and prices are constantly changing.

There will undoubtedly need to be equipment replacements and additions, which are not included in the plan. Thus, this plan should be considered as a framework for annual planning.

The library will continue to embrace technology in meeting the goals of the University Vision 2005. The library will focus on strengthening collections in all formats and search for ways to adapt resources in meeting the Information Literacy Competency Standards for Higher Education established by the Association of College and Research Libraries.

MISSION

The Mission of the Henry G. Bennett Memorial Library is to provide access to information services and resources to meet the present and future scholarly needs of the Southeastern Oklahoma State University community and insofar as possible to share resources with those outside the university.

Vision 2005

By the year 2005, the Henry G. Bennett Memorial Library, will be the leading academic library in Southeastern Oklahoma and Northern Texas. The library will continue to embrace technology in meeting the goals of the University Vision. The library will focus on strengthening collections in all formats and will search for ways to adapt resources and services in meeting the Information Literacy Competency Standards for Higher Education established by the Association of College and Research Libraries. These standards emphasize four components of information literacy for students, "The ability to recognize when information is needed and to locate, evaluate, and use effectively the needed information."

The library will strive for excellence in developing initiatives that provide academic support and promote the principles of lifelong learning. The library will continue to serve as a center for instructional advice, and as a gateway to other libraries and information sources. Individual attention to students and superior-quality service will promote actual learning experience and facilitate total development of students through effective use of technology.

LIBRARY STRATEGIC GOALS

MARKETING

A marketing plan will be developed for the library as part of the library's strategic plan "A vision for the future" and will be periodically evaluated and updated. This plan will identify promotional activities, public relation efforts, library instruction programs, and superior-quality service principles. These efforts will develop information literacy skills of users, accentuate the value of the library, and will stimulate the demand for use of the library.

ENROLLMENT

The library will continue to strengthen library holdings

by increasing the size of the collections and expanding access through the use of technology. The library will provide the most efficient method of access to service and materials. Library support for distance education will be addressed for each program in meeting the guidelines that state, "Members of the distance learning community are entitled to library service and resources equivalent to those provided for students and faculty in traditional campus settings."

RENOVATION/EXPANSION

Library facility planning and assessment will be a part of the on-going vision and strategic planning process. The Campus Master Plan will address library renovation, maintenance, and expansion needs. Efficient utilization of space for the library's growing collections and the changing formats of materials will demand constant upgrading of utilities and infrastructure.

TECHNOLOGY

The library will be a model for high standards in technology adaptation for efficient information storage, retrieval, information literacy, and student-centered service environment. Technological advances will enhance the value of the library for the users. It will allow users to access information when and where they need it. Technology will be used to maximize access to information and to minimize the costs of services.

COLLABORATION

The library will continue to build relationships with other libraries and institutions on the local, state, and national levels. Collaborative efforts will expand access to information, and broaden service by providing more cost-effective purchase of online information resources, interlibrary loan, and document delivery services. Collaborative efforts will promote relationships with the community to advance support for funding of the library and the institution.

Library Objectives

I. **Marketing**

- Objective 1: To promote understanding of the library's research capabilities and encourage use of its resources and services.

  - Strategy 1-2: Add a professional librarian to the reference staff to assist with the public relations and library instruction programs.

  - Strategy 1-3: Investigate the possibility of using wireless technology and laptops to provide a library instruction lab.

  - Strategy 1-4: Provide a classroom for library instruction in L01 or L02 when the Learning Center is moved.

- Objective 2: To lend leadership in the promotion, interpretation, and support of the library through the development of constructive relationships with the university administration, academic departments, students, and the community.

  - Strategy 2.1: To design a more active public relations program to attract more community users.

  - Strategy 2-2: Increase the promotion of resources and services through newspapers, flyers, posters, public service announcement, etc.

- Objective 3: To increase faculty usage and awareness of library resources and services.

  - Strategy 3-1: Inform faculty of recent acquisitions for their department through the newsletter, email, and online lists.

  - Strategy 3-2: To provide subject bibliographies to faculty on request.

- Strategy 3-2: Provide access to titles requested by departments on monthly budget reports.

- Strategy 3-3: Update and distribute a new faculty library handbook.

- Strategy 3-4: Provide training workshops for faculty liaisons to assist them in the use of an electronic acquisition system such as *B&T Title Source* and *Amazon Books*.

➢ Objective 4: To promote increased circulation to reflect the use of the library by a larger percentage of the student body.

- Strategy 4-1: Increase promotion/marketing activities to stimulate interest in resources.

- Strategy 4-2: Work to add clerical assistance to the library staff to improve services.

- Strategy 4-2: Continue to conduct term paper workshops and other specialty classes to aid students with course assignments.

➢ Objective 5: Provide superior-quality service to market the library to optimize the utilization of resources.

- Strategy 5-1: Develop public relations priorities to give the library direction and identify actions to be taken in promoting the value of the library its resources and services.

- Strategy 5-2: Continue to make use of a suggestion box for patrons and online suggestion options.

- Strategy 5-3: Place emphasis on the quality of all library services by reviewing suggestions, complaints, and procedures.

- Strategy 5-4: All library staff should be alerted to Reference Service Polices and Reference Ethics as stated in the library policies.

- Objective 6: To encourage more interaction between the librarians and general faculty.
  - Strategy 6-1: Assign a librarian to serve as a department liaison.
  - Strategy 6-2: Encourage library staff attendance to campus activities.

- Objective 7: To improve library planning and assessment.
  - Strategy 7-1: Continue to work with library staff in planning programs, services, and collections.
  - Strategy 7-2: Work with the Library Committee in providing regular oversight of the library's progress in meeting goals and objectives.
  - Strategy 7-3: Update the ***Strategic Plan*** each year.
  - Strategy 7-4: Purchase software to enable more accurate statistical record-keeping.
  - Strategy 7-5: Continue to conduct annual surveys.
  - Strategy 7-6: Devise an online evaluation instrument.
  - Strategy 7-7: Develop an assessment plan.

- Objective 8: To motivate the staff to seek innovative approaches to their work and problems.
  - Strategy 8-1: Provide sufficient professional journals for ideas and information.
  - Strategy 8-2: Encourage innovative ideas.
  - Strategy 8-3: Encourage all professionals to be an active member of at least one professional organization.
  - Strategy 8-4: Encourage every professional to attend at least one workshop/conference each year.

- Objective 9: To update policies, procedures, and training manuals.
  - Strategy 9-1: Revise and update manuals to reflect recent changes.

- Objective 10: To encourage active communication at all levels throughout the library.
  - Strategy 10-1: Develop procedures for all staff to follow in noting errors and for communicating to different departments.
  - Strategy 10-2: Have more frequent staff meetings.
  - Strategy 10-3: Discuss problems, solutions, and ideas in informal sessions.

- Objective 11. To provide students and faculty with the knowledge and skills to become independent library users through more comprehensive library literacy instruction.
  - Strategy 11-1: Continue to develop and to implement a plan of general library instruction for all incoming freshman and transfer students.
  - Strategy 11-2: Work with faculty to increase upperclassmen instruction in the use of subject area resources.
  - Strategy 11-3: Partner with faculty to develop library modules in existing and new curriculum classes.
  - Strategy 11-4: Work with faculty to develop distance education classes that incorporate a library instruction component.

II. Enrollment

A. Collections

- Objective 1: To select, acquire, and maintain resource materials, which support the instructional, research, and service functions of the university.

  - Strategy 1-1: Encourage and aid department faculty in selecting materials to support programs.
  - Strategy 1-2: Update and distribute collection development policies.
  - Strategy 1-3: Continue distributing CHOICE review cards to department liaisons.
  - Strategy 1-4: Communicate frequently with department liaisons and faculty through monthly fund reports and meetings.

- Objective 2: To strengthen accessibility to the university's library resources.

  - Strategy 1-2: Add a clerical assistant for Serials and Public Service Departments.
  - Strategy 1-3: Maintain hours established. (92 hours/week).

- Objective 3: To provide a document delivery service for faculty/administration.

  - Strategy 3-1: Add additional student assistants.
  - Strategy 3-2: Add a clerical assistant for Serials and Public Services Departments.

- Objective 4: To encourage all departments to select materials to the limit of their allocation and to support all their academic programs.

- Strategy 4-1: Solicit funding for increased material acquisition.

- Strategy 4-2: Promote the donation of more library materials.

➢ Objective 5: To insure proper authority control of names and subject headings in the public access catalog.

- Strategy 5-1: Contract with vendors for on-going authority control each year for items added to the database.

- Strategy 5-2: Use global authority ability in the new automated system to bring bibliographic records to current status.

➢ Objective 6: To optimize bibliographic control of the library's collection.

- Strategy 6-1: Annually inventory the collection to identify missing and lost books and to determine if another copy is needed.

- Strategy 6-2: Identify and correct faulty bibliographic and item records.

- Strategy 6-3: Coordinate inventory of the collection between the circulation, cataloging, and collection development departments.

➢ Objective 7: To increase the relevance of the Library's collections to the needs of users.

- Strategy 7-1: Maintain an annual weeding rate of 3-5%.

- Strategy 7-2: Increase non-print collection holdings from 1% to 5% within 5 years.

- Strategy 7-3: Increase acquisitions from around 6,000 to 8,000 volumes per year.

- Objective 8: To investigate ways to reduce the length of time it takes to acquire and process materials.
  - Strategy 8-1: Investigate possible changes in procedures to maintain or increase current productivity.
  - Strategy 8-2: Explore the possibility of out-sourcing material processing and/or cataloging.
  - Strategy 8-2: Add library assistants to the cataloging and acquisitions department.
  - Strategy 8-3: Update all procedures and policy manuals to reflect changes due to automation upgrades. Review and revise annually.

- Objective 9: To identify and obtain major relevant works overlooked in the past.
  - Strategy 9-1: Compare the library's collection to revised edition of ***Books for College Libraries***.
  - Strategy 9-2: Communicate results of "Strategy 9-1" match to departments as a selection aid.
  - Strategy 9-3: Conduct a collection analysis of the library holdings, comparing to other library collections.

- Objective 10: To improve special collections including: Documents, Curriculum Materials, Reference Materials, Native American, and Juvenile Materials.
  - Strategy 10-1: Allocate additional funds for acquisitions from materials budget.
  - Strategy 10-2: Add an Acquisitions/Reference Librarian to oversee processes related to the ordering of materials and to provide additional reference services.
  - Strategy 10-3: Add a library assistant for clerical support for Archives and Curriculum Center.

- Strategy 10-4: Add an Archivist/Special Collections Librarian.

➢ Objective 11: To preserve all non-current awareness periodicals through binding, microform, or electronic.

- Strategy 11-1: Apply binding policy to all new titles.
- Strategy 11-2: Continue binding/replacing back-files of periodicals not yet preserved.

➢ Objective 12: To increase holdings of materials to support recreational interests.

- Strategy 12-1: Increase funding allocation for recreational materials.
- Strategy 12-2: Promote ideas for more input from users in selection of materials.
- Strategy 12-3: Increase weeding of outdated materials.
- Strategy 12-4: Provide means of patron input with a suggestion box and an online suggestion option.

➢ Objective 13: To improve access to periodical holdings.

- Strategy 13-1: Continue to provide access to full-text periodicals. Increase number of titles.
- Strategy 13-2: Provide more space for the periodical collection when Learning Center is moved.
- Strategy 13-3: Provide usage studies of the periodicals to evaluate holdings.
- Strategy 13.4: Obtain an electronic serial management service.
- Strategy 13-5: Update policies on binding, micro holdings, print and electronic formats.

- Strategy 13-6: Eliminate duplicate records for serials and documents in the database.

- Strategy 13-7: Add a library assistant to Serials and Government Documents departments.

B. Services

➢ Objective 1: To enhance reference assistance to users in identifying, locating, and evaluating recorded information.

- Strategy 1-1: Add a Reference/Acquisitions Librarian to oversee processes related to the ordering of materials and to provide additional reference services and library instruction.

- Strategy 1-2: Add a clerical assistant for Acquisitions.

- Strategy 1-3: Extend Reference Desk hours and increase staffing.

- Strategy 1-4: Add a weekend supervisor with reference abilities.

➢ Objective 2: To provide environment and staffing to insure quality and availability of instruction.

- Strategy 2-1: Add a Reference/Library instruction librarian.

- Strategy 2-2: Add a library instruction classroom/lab when space is available in the basement or in a new addition.

- Strategy 2-3: Provide laptops with portable wireless or Internet drops to enable instruction to take place as hands-on experiences for the student.

C. **Personnel**

- Objective 1: To maintain a comprehensive personnel program designed to attract, develop, and retain a sufficient number of staff capable of meeting the needs of library users.
    - Strategy 1-1: Work with Human Resources in defining a salary scale competitive with peer institutions to implement for the library support staff.
    - Strategy 1-2: Encourage support staff to continue their education by taking classes and attending library training workshops.
    - Strategy 1-3: Review scale annually for adjustments to insure that it is competitive with peer institutions and based on merit and professional development.
    - Strategy 1-4: Promote professional development of librarians and support staff by providing increased travel budget.

- Objective 2: To develop policies, procedures, and a building environment that will ensure the preservation and security of the library collections.
    - Strategy 2-1: Assure training of student workers in handling/shelving materials.
    - Strategy 2-2: Develop web-based or video training modules for student workers.
    - Strategy 2-3: Increase supervision of student workers by adding a Public Service Assistant to supervise student workers at night and on weekends.

- Objective 3: To attract, develop, and maintain sufficient support staff to meet the library's goals and objectives.
    - Strategy 3-1: Add a clerical assistant for Serials and Public Service Departments.
    - Strategy 3-2: Add a Cataloging Assistant as

acquisitions increase.

- Strategy 3-3: Add an additional full-time library assistant for Archives and University Publications.
- Strategy 3-4: Add a student worker for Archives' clerical support.
- Strategy 3-5: Encourage staff development by arranging work schedules to accommodate class or workshop attendance.
- Strategy 3-6: Improve training of student assistants through online tutorials.

D. Finances

➢ Objective 1: To solicit and secure the financial support necessary for the continuation and expansion of operations of the library to meet goals and objectives.

- Strategy 1-1: Attain institutional financial support to meet ALA and OSRHE standards that increases the library's budget to 6% of Educational and General Budget.

➢ Objective 2: To administer the library's budget and promote optimum use of its financial resources.

- Strategy 2-1: The director should work to develop strategy plans, and assessment tools to use in the administration and allocation of the library's budget.
- Strategy 2-1: To allocate department budgets, by formula amounts, sufficient to support university programs.
- Strategy 2-2: Increase the departments' library budget as funding is increased.
- Strategy 2-3: To include a factor in the formula for department fund allocation, based on usage, as shown by circulation statistic reports.
- Strategy 2-4: Assign Dewey Decimal Classification

call numbers to department/programs for the collection of circulation statistics.

- Objective 3: Solicit grants and donations from federal and private sources as available.
  - Strategy 3-1: Apply for private and federal grants, if available for upgrading library collections.
  - Strategy 3-2: Resume fund drive.
  - Strategy 3-3: Search for alternative funding sources.
- Objective 4: To develop policies and procedures that will ensure the preservation and security of the library's collection.
  - Strategy 4-1: Continue to update policy and procedures on an annual basis.

*III. **Renovation/Expansion***

- Objective 1: To provide space, equipment, and technology, which will ensure operational efficiency, improve collection preservation, and respond to changing needs of users and staff.
  - Strategy 1-1: Provide more space and shelving for the library collections when addition is made to the building, or in space presently occupied by the Learning Center.
  - Strategy 1-2: Add compact shelving for storage each year to allow for expanding growth collection.
  - Strategy 1-3: Use the digital format for preserving some collections.
- Objective 2: To provide proper space and shelving for all types of materials.

- Strategy 2-1: Remodel existing basement space (Learning Center) to provide increased space for periodicals.

- Strategy 2-2: Expand compact shelving to other storage areas when serial project is complete.

➢ Objective 3: To protect materials by improving building environmental conditions.

- Strategy 3-1: Reduce ultraviolet light damage by acquiring new shields for all florescent lighting fixtures in stack/storage areas.

- Strategy 3-2: Improve the thermostatic controls of heating, air conditioning and humidity.

➢ Objective 4: To strengthen accessibility to the university library resources future space and technology requirements need to be addressed with a building addition.

- Strategy 4-1: An addition is needed on the west or north side of the building. Approximately 10,000 square feet would designed to provide additional space for collections and designed appropriately for technological advancements.

➢ Objective 5: To provide adequate security of the building to discourage the mutilation of materials.

- Strategy 5-1: Add more surveillance cameras and monitor units.

- Strategy 5-2: Increase the number of library staff to allow for closer monitoring and assistance to users.

➢ Objective 6: To provide a more friendly, convenient, and relaxing atmosphere that will encourage usage.

- Strategy 6-1: Add a coffee/snack shop or vending machines to the library first floor.

- Strategy 6-2: Provide laptop computer connections.
- Strategy 6-3: Provide additional comfortable seating.
- Strategy 6-4: Provide group study areas.

➢ Objective 7: To provide space, equipment, and technology to ensure operational efficiency, and respond to changing needs of users and staff.

- Strategy 7-1: To remodel existing space to increase the efficiency of current and anticipated operations.
- Strategy 7-2: Provide office area for Public Services.
- Strategy 7-3: Provide space and locked shelving for remote storage when the Learning Center has been moved.
- Strategy 7-4: Remodel L02 into a classroom/lab for bibliographic instruction.

➢ Objective 8: To provide appropriate and sufficient storage and equipment (shelves, micro-cabinets, etc.) for all materials in the collection.

- Strategy 8-1: Add space and shelving for periodicals in the basement. (Expand when the Learning Center has been moved).
- Strategy 8-2: Add shelving in areas where shelves are overcrowded.
- Strategy 8-3: Have building examined by a structural engineer to determine if the floor can support the weight of additional stacks.
- Strategy 8-4: Add microfilm and microfiche cabinets for the growing collection.
- Strategy 8-5: Add shelving and cabinets to the front

office work area.

- Objective 9: To provide an aesthetically pleasing and efficient building interior conducive to study, research, and work.
  - Strategy 9-1: Repaint the restroom stalls each semester.
  - Strategy 9-2: Repaint walls, stairways, and redecorate as needed.
  - Strategy 9-3: Install professional signage for directional and resource information.
  - Strategy 9-4: Acquire tile flooring for the basement storage.

- Objective 10: To improve building environmental conditions for the preservation of materials and for the comfort of users.
  - Strategy 10-1: Improve the controls of heating, air conditioning, and humidity/thermostatic units. Mold control is a critical issue.
  - Strategy 10-2: Maintain annual extermination for termites and other insects.
  - Strategy 10-3: Install an air purification system.

- Objective 11: To improve access to users with disabilities and bring facility into compliance with ADA.
  - Strategy 11-1: Remodel the restrooms on first floor for handicapped accessibility.
  - Strategy 11-2: Provide wheelchair accessible drinking fountains.
  - Strategy 11-3: Bring elevator into ADA compliance with wheelchair accessible control panel, Braille floor numbers, and audible signal.

- Strategy 11-4: Provide signage for reserved handicapped areas--carrels, tables, and equipment.

- Strategy 11-5: Widen doorways and add handrails as specified in ***ADA Site Analysis***.

- Strategy 11-6: Bring exterior of building into compliance with ADA. Sidewalks need to be upgraded on a rotating basis until all areas are in compliance.

➢ Objective 12: To improve the safety of users and to provide protection of the materials and the facility.

- Strategy 12-1: Fire alarm system installed.

- Strategy 12-2: Add more surveillance cameras and monitor units.

- Strategy 12-3: Continue to enforce rules concerning no food, beverages, smoking, tobacco use, etc. in the public areas.

➢ Objective 13: To provide a formal Archives for university-related publications, records, and artifacts.

- Strategy 13-1: Remodel L03 for Archives.

- Strategy 13-2: Add professional and clerical staff to maintain the archive collections.

- Strategy 13-3: Work to build a more comprehensive university publications collection.

➢ Objective 14: To provide current directional aids including improved maps and signage throughout the building.

- Strategy 14-1: Acquire professionally-produced floor maps.

- Strategy 14-2: Acquire attractive signs to designate specific areas on first floor.

- Strategy 14-3: Develop a virtual library tour.
- Strategy 14-4: Develop online maps of the library.

IV. ***Technology***

- Objective 1: To use technology to improve the quality of service to users.
  - Strategy 1-1: To improve efficiency of acquisitions process.
  - Strategy 1-2: Acquire EDI interface for SIRSI system to speed ordering process and eliminate duplication of data entry.
- Objective 2: To use technology to provide new types of services and to provide help and assistance to university students on and off campus.
  - Strategy 2-1: Provide virtual reference service to expand literacy services to distance education students.
  - Strategy 2-2: Provide a proxy server to allow SOSU users to access electronic sources from remote locations.
- Objective 3: To plan and develop efficient methods of access to information.
  - Strategy 3-1: Provide equipment and technology to ensure a smooth transition to the electronic format of government documents.
- Objective 4: To optimize bibliographic control of the library's collections and increase subject areas indexed by online databases.
  - Strategy 4-1: Continue to expand online database searching as part of reference activities.
  - Strategy 4-2: Expand access to a greater number of online full-text databases, electronic books, and

other databases to provide resources to distance education students and on-campus students.

- Objective 5: To provide more effective instruction through the use of new technologies.
  - Strategy 5-1: Obtain video and/or online tutorials for teaching search techniques.
  - Strategy 5-2: Provide the most modern technology available to use with instruction of electronic information and information literacy.

- Objective 6: To obtain sufficient technological equipment to meet goals and objectives.
  - Strategy 6-1: Continue to upgrade the library automation system.
  - Strategy 6-2: Upgrade office and technical service area PC workstations and printers each year on a rotating basis.
  - Strategy 6-3: Upgrade server to provide for growth and technological change.
  - Strategy 6-4: Continue replacement rotation of all equipment such as printers, copiers, fax machines, and information access workstations in public areas.
  - Strategy 6-5: Replace coin-operated units on all copiers with a Vend-a-card type system.
  - Strategy 6-6: Replace aging microform reader-printers on a rotating basis.
  - Strategy 6-7: Continue to develop, upgrade, and maintain the library webpage by conducting analysis and evaluation of content and design.

V. Collaboration

- Objective 1: To lend leadership in the promotion, interpretation, and support of the library through the development of constructive relationships with the university administration, academic departments,

students, and the general public.

- Strategy 1-1: The library faculty will serve on campus committees as representatives of the library to facilitate understanding of the library and build relationships.

- Strategy 1-2: Continue to work with area public schools in providing library instruction and access to library materials.

- Strategy 1-3: Work with community individuals, businesses, and organizations in providing information resources and services.

- Strategy 1-4: Work with the Center for Economic Development, the Oklahoma Small Business Development Center, and Rural Enterprises to provide access to information.

- Strategy 1-5: Work with state organizations and institutions in efforts to provide information access in the most modern and most cost-efficient manner.

➢ Objective 2: Develop and promote a quality program of resource sharing and alternative access in order to serve the university community and to support the cooperative efforts of libraries in general.

- Strategy 2-1: Continue to cooperate in the state database/network of bibliographic records.

- Strategy 2-2: Provide tapes of our records to be included in a state database (continue to do so when needed).

➢ Objective 3: To facilitate access to materials other than those in the university library collection by strengthening the Interlibrary Loan System.

- Strategy 3-1: Upgrade Ariel software and scanner to speed up delivery of periodical articles.

- Strategy 3-2: Revise serials holdings input for ***Oklahoma Union List of Serials*** annually.

- Strategy 3-3: Acquire software package for the purpose of copyright and statistics records.

- Strategy 3-4: Provide more space to allow for expanding growth of the "ILL" department.

- Strategy 3-5: Improve communication between the Higher Education Centers by using email and telephone messages.

- Strategy 3-6: Select additional online databases.

- Strategy 3-7: Obtain serials management software program.

- Strategy 3-8: Replace equipment on a rotating basis to stay up-to-date with new technology.

➢ Objective 4: To provide faster delivery of documents to and from Higher Education Centers.

- Strategy 4-1: Hire student workers who commute to deliver materials daily. (done by Higher Education Centers. Need one for Idabel)

➢ Objective 5: To increase cooperative collection development with nearby peer institutions.

- Strategy 5-1: Formalize agreements with the Higher Education Centers and East Central University on subject areas for each to develop in depth.

MARKETING

The library should have a marketing plan developed to incorporate into the University plan. Information literacy and optimum usage should serve as the central focus of this plan. The library mission and standards established by accrediting organizations, and national and state boards should serve as guidelines in developing all strategies.

ENROLLMENT

A. Collection

As the University enrollment increases, so should library resources and services. The collection needs to be increased in quality and quantity by inventory and weeding, increasing acquisitions, collection evaluation using Books for College Libraries, and collection analysis making comparisons to other peer institutions.

B. Services

Library services will continue to improve and grow with additional staff and funding. The major goals for library services include: remote access to electronic resource services for the Idabel and Ardmore Higher Education Centers and other distance education courses, improvement in document delivery for Interlibrary Loan, information and delivery services to faculty, increased library instruction for students and faculty, increased reference services, and increased access to information.

Superior-quality user service is emphasized in all service goals. The use of an assessment plan will help the library staff focus on the strengths and weakness of library services.

C. Personnel

There is a need for three additional professional librarians, four support staff and about a thirty percent increase in student and part-time staff in the library. Additional staff is needed in most library departments due to increases in library usage, new services, increased

acquisitions, and the addition of new material formats. Improvements in training methods need to be used with students and other staff members to provide a higher quality of services. The library has been understaffed for many years in comparison to peer institutions. In order to continue to improve the collection and services a larger library staff will be necessary.

D. Finances

All goals and objectives can easily be met with increased funding. The materials budget goal is for a gradual increase until 6% of the Educational and General budget has been reached which is the ALA and OSRHE recommended funding level for academic libraries. The library credit hour fee will allow for equipment and technology additions and upgrades.

Technology

As new technology is developed, and as the library collection grows, methods of access will need to be improved to keep pace with technological developments. It will be vitally important to upgrade equipment on a rotating basis, including copiers, microform reader-printers, typewriters, security systems, printers, and personal computers for staff and public use.

Computer workstations and software will need to be added and upgraded to provide access to Internet and online database services to ensure compliance with the Government Document Electronic Transition Plan. Ports will need to be added in different locations in the library to allow for laptop use.

Renovation/Expansion

The library is at full capacity level. The basement Learning Center and other space are desperately needed to relieve overcrowded areas, make room for new acquisitions, equipment, and services.

Storage shelving for archival and infrequently used material is needed to conserve space in public areas. Compact shelving can be used in the basement areas to relieve some of the present space problems.

There needs to be better control of the building

heating/air conditioning system. Mold growth has been a problem in the building with the lack of control of the temperature and humidity. The comfort of the staff and users is also of critical concern. Uncomfortable temperature is the number one complaint from library users.

There is a need to upgrade the building security by adding more personnel, upgrading and adding security and surveillance equipment, and obtaining materials in electronic and micro formats when possible.

The ADA Site Analysis should be used as the guideline to bring the facility up to ADA compliance addressing some items each year until compliance is complete.

There are several special projects that would enhance the appearance of the facility and enhance the organization of workflow. The basement area needs to be remodeled to accommodate technical services. The basement storage area needs tile flooring and some work areas need shelving. A fire alarm system also needs to be installed.

Collaboration

The library staff needs to explore ways to collaborate more with campus individuals, the community, and other libraries. Developing relationships with groups on and off campus will promote library and university public relations and will increase access to more information in a cost-efficient manner.

The Interlibrary Loan Department needs to explore document delivery methods to improve efficiency of service to allow for Internet transmission of documents. The department also needs to look at software packages available for ILL copyright and statistics records to provide a more efficient operation.

Appendix A.

AMERICAN LIBRARY ASSOCIATION
CODE OF ETHICS

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment.

We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry, we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

I. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.

II. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.

III. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.

IV. We recognize and respect intellectual property rights.

V. We treat co-workers and other colleagues with respect, fairness and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.

VI. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.

VII. We distinguish between our personal convictions and

professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.

VIII. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

Adopted by the ALA Council

June 28, 1995

U.S. Department of Education
Office of Educatonal Research and Improvement (OERI)
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